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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310



IN REPLY REFER TO

AGAM-P (M) (30 Nov 67) FOR OT RD 670535

5 December 1967

SUBJECT: Operational Reports--Lessons Learned, Headquarters, 1st  
Signal Brigade (USASTRATCOM), Period Ending 31 July 1967

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

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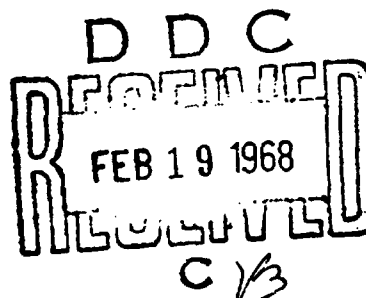
*Kenneth G. Wickham*

KENNETH G. WICKHAM  
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM)  
APO San Francisco 96307

SCCVOT

14 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967,  
(RCS CSFOR-65) (U) (UIC-WDMAAA)

TO: See Distribution

In compliance with AR 1-19, the following report is submitted

SECTION I

Significant Organizational or Unit Activities

During the period of this report, the 1st Signal Brigade continued the installation, operation and maintenance of communications-electronic facilities in support of US and Free World Forces in the Republic of Vietnam and Thailand; and the operation and installation of long haul communications facilities in the Brigade's area of responsibility. The Brigade was operational throughout the period.

1. On 29 July 1967, Brigadier General William M. Van Harlingen assumed command of the 1st Signal Brigade in ceremonies held at Long Binh. General Van Harlingen replaces Brigadier General Robert L. Terry who now becomes Commanding General of the U.S. Army Strategic Communications Command-Facility.

2. On 14 July 1967, Colonel John B. McKinney replaced Colonel William A. Higgins as Deputy Commander of the 1st Signal Brigade.

3. On 3 May 1967, the 588th Signal Company (Support) arrived and was assigned to the 39th Signal Battalion (Support), 2d Signal Group, and stationed at Bear Cat.

4. On 21 July 1967 the 327th Signal Company (UHF) arrived and was assigned to the 36th Signal Battalion, 2d Signal Group, and stationed at Long Binh.

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5. The organization of the 1st Signal Brigade to Morning Report level as of 31 July 1967 is at inclosures 1-4.

6. The unit area of responsibilities as of 31 July 1967 is at inclosure 5.

7. During this period the Brigade underwent an almost complete rotation of Group and Battalion Commanders. From 1 May through 31 July 1967, the following officers assumed commands:

<u>UNIT</u>	<u>OFFICER</u>
CO, 2d Signal Group	COL Daniel C. Bird
CO, 36th Signal Battalion	LTC Arthur D. Hendricks
CO, 44th Signal Battalion	LTC Robert A. Cheney
CO, 69th Signal Battalion	LTC Lawrence A. Monahan Jr.
CO, 21st Signal Group	COL Charles H. Burr
CO, 37th Signal Battalion	LTC Kenneth R. Symmes
CO, 41st Signal Battalion	LTC Lester K. Tate
CO, 43d Signal Battalion	LTC Edwin B. Gentry
CO, 73d Signal Battalion	LTC Glenn S. Meader Jr.
CO, 459th Signal Battalion	LTC Charles Norris
CO, 509th Signal Battalion	LTC Edward A. Ford
CO, 29th Signal Group	COL Victor B. Penuel Jr.
CO, 379th Signal Battalion	LTC William E. Branch
CO, LL Bn Thai	LTC Vannah E. Van Horn
CO, Korat Battalion	LTC Harold H. Hartstein
CO, Bangkok Battalion	LTC Stanley J. Dvorak
Acting CO, 160th Sig Gp	LTC Clarence J. Schlafer
CO, LL Battalion North	MAJ Paul C. Chasteen
CO, LL Battalion South	LTC Donald W. Chance
CO, Nha Trang Battalion	LTC Newton B. Morgan

8. A similar rotation took place within 1st Signal Brigade Headquarters during the period. The almost complete changeover of key personnel coincides with the build-up one year ago of the Brigade Headquarters. Listed below are the key positions in which new officers were assigned, as well as the rotated officer and his successor:

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<u>POSITION</u>	<u>ROTATED OFFICER</u>	<u>INCUMBENT</u>
Commanding General	1LT Robert D. Terry	BS William M. Van Harlingen
Deputy Commander	COL William A. Higgins	COL John B. McKinney
Chief of Staff	COL Charles J. Dominique	COL Thomas D. Bledsoe Jr.
Aide-de-Camp	1LT Gene R. Farmelo	2LT John E. McCormick
Inspector General	LTC Loraine A. Hertel Jr.	Unassigned
Judge Advocate	CPT John F. Novinger	CPT James J. McGowan Jr.
Dir, Pers & Trg	LTC Paul J. Schrinel	LTC Richard H. Nims
Intel & Sec Off	LTC Bart A. Benedetti	LTC Lawrence E. Enterkin
Dir, Plans & Prog	COL Emmett R. Arnold	Unassigned
Ch, Plans Div P&P	LTC Earl E. Eidecker	MAJ Edwin Reed Jr.
Dir, Logistics	LTC Benjamin C. Finch	LTC William C. Banze
Engineer	LTC John J. Mott	MAJ John P. Angstadt
Hq Commandant	MAJ Clifford R. Matthews	MAJ Harold G. Cameron
Chaplain	Ch (LTC) Frederick H. Ogilvie	Ch (LTC) Merritt W. Dayton
Aviation Staff Off	LTC Marvin E. Gordon	LTC John A. Reinhardt
Dir, Operations	LTC Bernard H. Coleman	Unassigned
Chief, CEELa	LTC Clarence R. Driscoll	LTC Kenneth W. Olson
Chief, ITCS	LTC Patrick F. Kearins	LTC John E. Steinke
Chief, ACCO	MAJ Walter S. Gust	MAJ George E. Wien

9. Significant organizational activities that occurred within each Directorate and Staff Office are detailed below:

## a. Personnel Directorate:

(1) During this period the Personnel Directorate officer level did not change, but the total strength level increased by one enlisted man to a total of 39. The enlisted total includes a two man Personnel Management Assignment Team at 90th Replacement Battalion, Long Binh, and a 3 man Assignment Team at 22d Replacement Battalion, Cam Ranh Bay. Breakout is as follows:

<u>LTC</u>	<u>MAJ</u>	<u>CPT</u>	<u>LT</u>	<u>WO</u>	<u>E9</u>	<u>E8</u>	<u>E7</u>	<u>E6</u>	<u>E5</u>	<u>E4/3</u>	<u>TOTAL</u>
Nims	Scherman	Alligood	Bates	Plotkowski	1	1	2	2	8	13	39
		Kofsky		Finch							

(2) As mentioned above, the Personnel Directorate acquired a new Director during this quarter, LTC Nims replacing LTC Schrinel. Two other officers joined the Directorate and two departed; MAJ Francis J. Scherman replaced MAJ Jean H. DeNio as Military Personnel Officer, and CPT Ray L. Alligood succeeded 1LT Robert C. Zenda as Chief, Strength Accounting Br.

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(3) Two officers within the Directorate were promoted during the quarter, MAJ Scherman (DOR 23 May 67) and 1LT William M. Bates (DOR 31 Jul 67). Two senior NCOs, MSG Maggin L. Urban (DOR 10 Jun 67) and SFC Robert L. Bradley (DOR 10 Jun 67), and nine other enlisted personnel within the Directorate were also promoted during this quarter.

(4) As customary in previous quarters, the Personnel Directorate continued its policy of providing personnel for the annual Inspector General inspections of the Signal Groups and Battalions. Personnel from the Directorate participating during the quarters included 1LT Benda, 1LT Bates, C/4 Edward . Slotkowski, MSG Urban, SFC Bradley, and SSG Larry E. Vail.

(5) During this quarter the Personnel Directorate, at the direction of Department of the Army, initiated a personnel requisition courier to USASTRATCOM headquarters, Fort Huachuca, Arizona. Previously, requisitions had been airmailed from this headquarters to COMUS. However, the April submission, made during the transfer of USASTRATCOM functions from Washington, D.C. to Fort Huachuca, was lost in the mail. Department of the Army authorized a one-time message transmission of the requisitions, but a number of requisition items were received garbled and subsequently cancelled. At this point DA directed that the requisitions be hand carried from Vietnam to Fort Huachuca and from Fort Huachuca to Washington, D.C.; USRV requisitions are hand carried from Vietnam to Washington, D.C. Courier visits have resulted in invaluable liaison for the benefit of this Directorate and other individuals and permitted a more personal investigation of such items as assignment instructions, fill and cancellation of requisition items and RA and commissioned and warrant officer appointments. Directorate personnel making the two trips during this period were 1LT Bates and SSG Vail.

(6) The following regulations/circulars were published by the Personnel Directorate during this period:

REGULATION	DATE	TITLE
SCCVR 630-2	31 May 67	Personnel Absences (Special Leaves)
SCCVC 611-1	15 May 67	Identification of Potential Instructor Pers

(7) Enlisted personnel processed during the quarter totaled 3501 incoming and 3334 outgoing:

	MAY		JUN		JUL		TOTAL		LAST QUARTER	
	GAINS	LOSSES	GAINS	LOSSES	GAINS	LOSSES	GAINS	LOSSES	GAINS	LOSSES
Bde HQ										
(Incl SSF)	50	63	31	43	36	84	117	190	200	99
2d Sig Gp	379	418	526	298	518	477	1423	1193	1844	699

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	MAY		JUN		JUL		TOTAL		LAST QUARTER	
	GAINS	LOSSES	GAINS	LOSSES	GAINS	LOSSES	GAINS	LOSSES	GAINS	LOSSES
21st Sig Gp	247	415	188	181	240	458	575	1054	958	569
29th Sig Gp	137	110	153	97	126	83	416	290	468	141
160th Sig Gp	0	0	15	0	67	101	82	101	0	0
Reg Comm Gp	133	213	286	134	369	159	788	506	501	246
TOTAL	946	1219	1199	1753	1356	1362	3501	3334	3971	1754

(8) Enlisted promotion allocations for the quarter were distributed and utilized as follows:

UNIT	E9	E8	E7	E6	E5	E4	TOTAL	LAST QUARTER
BDE HQ (Incl SSF)	0	1	2	14	11	73	101	213
2d Sig Gp	0	1	5	60	296	874	1236	1080
21st Sig Gp	1	7	43	94	280	973	1398	2172
29th Sig Gp	0	1	7	19	85	165	277	288
160th Sig Gp	0	0	0	5	4	30	39	0
Reg Comm Gp	2	5	10	49	121	516	703	555
TOTAL	3	15	67	241	797	2631	3754	4308

(9) During the quarter 3184 air space allocations were utilized by the command for RVN personnel rotating upon completion of foreign service tours:

UNIT	MAY	JUN	JUL	TOTAL	LAST QUARTER
Bde HQ (Incl SSF)	88	74	65	227	108
2d Sig Gp	320	349	513	1182	879
21st Sig Gp	350	251	524	1125	658
160th Sig Gp	0	0	115	115	0
Reg Comm Gp	230	100	205	535	280
TOTAL	988	774	1422	3184	1925

(10) During this period the following awards were approved for this command:

	MAY	JUN	JUL	TOTAL	LAST QUARTER
Legion of Merit	5	15	12	32	12
Soldiers Medal	1	1	1	3	1
Bronze Star Medal (Valor)	0	0	0	0	5
Bronze Star Medal	44	88	67	199	74
Air Medal	0	0	0	0	4
Army Commendation Medal (Valor)	0	0	0	0	10
Army Commendation Medal	48	88	79	215	113

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	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>TOTAL</u>	<u>LAST QUARTER</u>
Purple Heart	0	0	0	0	1
Air Medal	<u>20</u>	<u>12</u>	<u>3</u>	<u>35</u>	<u>24</u>
TOTAL	118	204	162	484	244

(11) During the quarter the following commissioned/warrant officer appointments were made:

<u>OFF</u>	<u>FORMER GR</u>	<u>UNIT</u>	<u>BRANCH</u>	<u>POS</u>
2LT Roger L. Dwyer	SSG (E6)	459th Sig Bn	SigC	0215
WO1 Fred L. Martin	SFC (E7)	586th Sig Co	OrdC	631A
WO1 William F. Patton	PSG (E7)	52d Sig Bn	SigC	721A
WO1 David L. Winzok	SFC (E-7)	362d Sig Bn	SigC	721A
WO1 Nicholas Paris Fontanoz	S-6 (E6)	52d Sig Bn	QIC	761A
WO1 Ernest Johnson	SFC (E7)	39th Sig Bn	QMC	761A
WO1 Albert L. Simmons	SF6 (E6)	29th Sig Gp	SigC	286A
WO1 Jack O. Guimby	SSG (E6)	Phu Lam Bn	SigC	721A

(12) As of 31 July the assigned strengths for the Brigade Headquarters and Signal Security Force was as follows:

	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>TOTAL</u>	<u>LAST QUARTER</u>
Bde HQ	107	8	268	383	370
Sig Scty Force	3	0	396	399	372

(13) The Brigade H. Savings Program showed an increased participation rate in the Savings Deposit Program and an increase in overall participation as follows:

### SAVINGS DEPOSITS

(1)

	<u>This Quarter</u>	<u>Last Quarter</u>
Deposits	167	165
Amount	\$42,125.00	\$39,110.00

(2) TOTAL SAVINGS PROGRAM PARTICIPATION  
(includes savings bonds and/or savings deposits)

	<u>ASSIGNED</u>	<u>PARTICIPATING</u>	<u>PERCENTAGE</u>	<u>LAST QUARTER</u>
Bde Off, WO	115	111	96.5%	77.2%
Bde enlisted	268	229	85.4%	76.4%
Sig Scty Force	<u>392</u>	<u>300</u>	<u>75.2%</u>	<u>68.5%</u>
TOTAL	782	640	81.8%	72.7%

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## b. Intelligence and Security Office

(1) The construction of IWCS facilities in the Delta created a requirement for internal physical security forces to guard these sites. The lack of adequate quarters and messing facilities for additional US personnel precluded their assignment at all locations except one. Coordination was accomplished with HQ, MACV, senior sector advisors and adjacent military units in an effort to alleviate this problem. The solution was to assign National Policemen or Regional Forces to three sites, US Forces to one site, and include the remaining sites within the perimeters of adjacent installations.

### (2) Personnel:

#### (a) The following personnel changes have occurred:

1. LTC Benedetti, Chief I&S, departed this command on PCS, 2 July.
2. LTC Enterkin was assigned as Chief, I&S on 18 June.
3. LT Nowlon, Security Force platoon leader departed this command on PCS 14 July.
4. LT Wallace was assigned as North Platoon Leader, USASSF, on 16 July.
5. SSG Davidson, Intelligence NCO departed this command on PCS 10 July. A replacement is expected to arrive in late August.

#### (b) Physical Security:

1. During this quarter, 124 installations were inspected. Indications are that the Brigade installations have reached a higher level of protection than ever before.
2. There were no major attacks against signal installations during this reporting period.
3. The most prevalent type of enemy incidents continues to be mortar attacks. Of the total attacks directed against Brigade installations or other installations containing a Brigade facility, 29 were by mortar. The second most frequent attacks, artillery, accounted for 14 incidents. The remaining 18 attacks were of various

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types with no significant number in any single category.

## (c) Intelligence:

1. The Brigade Counterintelligence Program continued to show significant improvement with emphasis on the orientation and guidance of newly assigned intelligence personnel at Signal Group level.

2. During this past quarter, nine Signal Battalion Headquarters in Vietnam were inspected. The results indicated considerable improvement since the last inspection. During these inspections, it was noted that a majority of the intelligence personnel were relatively new in-country, however, the intelligence effort has not diminished. This achievement is due to increased liaison and direct contact in order to ascertain problem areas and render assistance, as required.

3. The procedures for conducting counterintelligence inspections have been greatly enhanced by adding one more member to the inspecting party. This addition enables a more thorough inspection of the personnel security area, thereby correcting many of the administrative errors that delay security processing.

## c. Operations Directorate:

### (1) Systems Division:

(a) Due to the impending move of USARV Headquarters to Long Binh, this Headquarters recognized the need for several additional multi-channel systems between Saigon and Long Binh. Four (4) forty-five (45) channel AACSS microwave systems were subsequently installed during the months of May and June. Equipment released from the intra-city microwave system by activation of IACS links was used to install these systems. On 26 July 1967, one of these systems was reported to DCA-SM for channelization as a part of the SMLBS.

(b) Expansion of operations at Phu Cat Air Base resulted in a requirement for an additional multichannel system to Vung Chua Mountain. 1st Signal Brigade CMO 56-67, issued on 11 May 1967, directed the deactivation of a microwave system from Tan Son Nhut to Phu Lam, shipment of terminals to Vung Chua Mountain and Phu Cat and installation of a 45 channel system by 28 May 1967. The system was reported to DCA-SM for channelization on 25 May 1967.

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(c) On 4 July 1967 system 77UF83, Vung Tau to Cam Ranh Bay, using AN/TRC-98's was deactivated. All circuits on the system were cut-over to the 439L cable or other systems so that the deactivation might be accomplished. Deactivation and removal of the TRC-98's were required so that construction could proceed on the ICS antennas at Cam Ranh on the CRB-VTU link. An AN/TRC-98 system from Long Binh to Ban Me Thout is planned for later in the year.

(d) In mid-April the Tropo Scatter Radio Contingency Team was committed to install a system from Cu Lao Re Island to Vung Chua Mountain in support of Operation ORANGE. This system was installed and reported to DCA-SAM for channelization. After several months elapsed, during which no circuits were routed over this system, permission was requested and granted to deactivate the system and return this Contingency Team to Nha Trang.

(e) On 12 July 1967 1st Signal Brigade CMO 96-67 was issued; directing the installation of a 48 channel quad-diversity tropo-scatter radio system between An Khe and Pleiku. Assets made available by activation of ICS link Pr'Line - Pleiku were used to install this system. Installation of this system provides additional channels and higher quality service from Pleiku to An Khe.

(f) On 14 July 1967, the Pacific area IDCSs became fully operational. The four link terminals operate in prime configuration (Heleman - Ba Queo and Clark - Nha Trang) in accordance with the master schedule distributed by the Satellite Communications Control Facility in Wash. D.C. Each system provides five tactical quality service frequency channels using 19 near-synchronous satellites.

(g) On 14 July 1967, authorization was given to deactivate AN/TRC-132 systems TSN - LBN and LBN - PKU as a result of activation of ICS link PRL - PKU. Assets from the TSN - LBN system are being used to install a 48 channel system TSN - CTC. This system is expected to be operational in early Aug 67.

(h) During this period three additional AN/MSQ-73 technical control vans became operational. Operational dates and sites were as follows: Pr'Line, 4 May 67; Can Tho, 28 Jun 67; and Chu Lai, 2 Jul 67. The addition of Can Tho to sites having mobile technical control facilities greatly upgraded the technical control capabilities of the 1st Signal Brigade in the Delta region. The AN/MSQ-73 van formerly located at Qui Nhon was deactivated on 16 Jul 67 and moved to Cam Ranh Bay. This move was required in order to allow the physical relocation of technical control facilities on Hill 184, Cam Ranh Bay; and it will be completed within the next reporting period.

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(i) At the close of this period, eight of the eleven tactical deployed vans were operational. It is anticipated that two of the remaining vans will become fully operational in August 1967. The existence of these operational vans has greatly improved the quality of long haul communications service through efficient restoration and conditioning of circuits.

(j) On 13 June 1967, the upgrading of system 77UYU8 to a quad-diversity, 48 channel system, was completed.

(k) Four AN/TRC-129 tropo terminals were released from system 77UT88 TCM - PRL as a result of IACS System activation PLM - PRL. Two of the released AN/TRC-129's were added to the dual diversity 24 channel AN/TRC-129 system existing between VCM - CRB.

### (2) Terminal Division:

(a) During the latter part of December 1966, an AN/TSC-48 and an AN/TSC-50 were deployed to Da Nang to provide an interim DCS tape relay station pending completion of a fixed facility which was being constructed at Da Nang. A total of 12 common user teletypewriter circuits (7 to other relay stations and 5 to tributary stations in the local area) were terminated at this interim facility. On 26 February the AN/TSC-48/50 was destroyed by enemy action. Service was restored 10 days later by airlifting another TSC-48/50 from CONUS. By late April 1967, sufficient equipment had been installed in the new fixed facility to establish a 24 line tape relay. Beginning 30 April 67, the circuits terminating at the interim facility were cut-over to the fixed facility, with the last circuit being cut on 1 May. The facility was subsequently expanded to a 35 line capacity and is scheduled for further expansion to 48 lines.

(b) A Radiation Incorporated tape recall unit was installed at the Phu Lam Tape relay station in early June, and after undergoing tests was accepted on 15 June. The unit scans monitor reels at 1200 words per minute, searching for messages by date-time group and originator or by channel number, and reproduces messages desired for retransmission.

(c) On 16 July, a KY-3 wideband secure voice terminal was installed at the office of the Deputy CG, USAFV at the new headquarters at Long Binh. This terminal, and another KY-3 installed in the Army Operations Center on 17 July, is connected to the RCO 758A switchboard located at Tan Son Nhut by means of two VHF radio systems. Although each wideband secure voice circuit requires a multichannel radio system, USAFV Headquarters at Long Binh is provided the same type

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of service that was available while the headquarters was located at Tan Son Nhut.

(d) Dial central offices have been activated at An Khe, New MACV, Long Binh, and Di An. Office sizes are 2400, 2000, 3000, and 1000 lines respectively. Cut-over of these dial central offices represents a change from manual to automatic service for subscribers in each area. More important, however, is the capability to establish subscriber dial trunking from area to area. The capability to dial a subscriber at a distant office directly is a significant improvement in the service offered to users.

(e) The Saigon/Cholon Telephone Management Agency has been given the overall staff guidance and supervision responsibility for operation and maintenance of the Southeast Asia telephone system. In accomplishing this guidance and supervision, TMA conducts telephone traffic studies throughout the system, determines adequacy of service and makes recommendations on trunk and equipment requirements. Centralization of staff responsibility for the telephone system in SEA will result in an improvement in the quality of service provided the user.

## f. Plans and Programs Directorate:

(1) The fixed price contract for the nine, four-wire automatic tandem telephone switches was signed on 30 June; Stromberg - Carlson contractor--service date is 1 October 1968. When this system's plan was developed in 1965, the specifications required all tandems to be collocated in each area with the associated dial central office; however, increased requirements on eight out of nine tandems now makes this impossible. Eight new buildings must be provided for these enlarged tandems. The recommendation by DCA that all tandems be collocated with the DCO's was objected to by the US Air Force because the JCS tech control is US Army operated. The validity of this objection will be determined upon completion of a joint government contractor survey now in progress to establish the exact location of each site. This survey will be completed by 10 August 1967.

(2) As part of the USARV building program, the Army is responsible for the building expansion of the Can Tho DCO and a new building on Vung Chua Mountain, Qui Nhon; both are scheduled for completion by May 1968. The required Army building for the Bangkok, Thailand tandem was not programmed by USARSU-THAI but a survey team is now resolving this matter. Upon survey completion, the building specifications, and associated problem areas, will be furnished the engineer.

(3) At the beginning of this reporting period MTOE/TDA

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for every Brigade unit were at DA or Hq USASTRATCOM for review and approval. The conversion to the New Army Authorization Documents Systems (NAADS) has just been completed.

(4) The MTOE 11-500D for the AUTOSEVCOM Company was forwarded on 15 May 1967 to CG USASTRATCOM for review and command approval. The necessary personnel were not JCS validated, however, they were recognized by DCG USARV as a valid requirement and validation action has been initiated through joint channels. The MTOE listed a requirement for 154 personnel, of which 24 are presently validated as the Wide-band Switch Branch (Para 06) of the USASTRATCOM Facility Phu Lam TDA.

(5) The MTOE for H&D, Regional Communications Group was forwarded to Hq USASTRATCOM for command approval. The MTOE listed a requirement for 221 personnel and an authorization of 131 personnel. This MTOE is the first conversion in a series of major Brigade TDA units to TOE.

(6) The MTOE's for the two RVN Long Lines Battalions and three USASTRATCOM Facilities were received, staff, and forwarded to USARV. The MTOE's for the two Thailand USASTRATCOM Facilities prepared by the 29th Signal Group were received, staffed and forwarded, and then returned for additional information and correction.

(7) A TDA was developed for the Communication Systems Engineering and Management Agency to consolidate COMSEC and the IWCS Management and Engineering Office. This new agency provides a consolidated but greatly expanded engineering and management capability; and will require 206 personnel, consisting of 162 military and 44 civilians. Action has been initiated through joint channels to validate all 162 military spaces from Brigade resources.

(8) An MTOE for a COMSEC Logistical Support Center was developed to reorganize, expand, and consolidate Brigade's cryptological effort. Concurrently, 54 personnel spaces were programmed for transfer from the 1st Logistical Command to Brigade in accordance with the transfer of COMSEC logistical responsibility to this command. The MTOE lists a requirement for a Center (F&IC) and seven DISTRAS (287 pers), with a projected authorization of the Center and 4 DISTRAS (211 pers). This agency will be assigned to the 160th Signal Group.

(9) A program was formulated for the reorganization of the 69th Signal Battalion into two Army-type signal battalions for support of MACV and USARV Headquarters, respectively. The assets of the 69th and HHD 44th Signal Battalion, plus 174 spaces from Hq MACV will be utilized to organize the 44th Signal Battalion at Long Binh, and the

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69th Signal Battalion in Saigon. The program includes reassignment of these two battalions to 160th Group and the transfer of certain CTE missions from the 69th Signal Battalion to the 2nd and 21st Signal Groups.

(10) The status of document processing actions is shown at inclosure 6 for this reporting period.

(11) The first revision to the 1st Signal Brigade Expansion Plan was published. All four volumes, when in final form, will provide information relative to the status of communication activities in SEA; two volumes on RVN and two volumes on Thailand. Volume I provides a compilation in narrative and chart form of the existing communications-electronics capabilities of the Brigade. A central record of all significant programmed and planned improvements and expansions of systems and facilities in RVN will be included. This volume addresses the present and future Brigade capabilities in terms of 13 functional areas. Volume II is a collection of 60 site surveys and provides information relating to present communication services and/or facilities provided for a particular RVN area by the Brigade. Volume III will relate to the present, programmed, and planned communications support for Thailand; however, this data is still being collected for development and publication. Volume IV containing site synopsis of 12 locations throughout Thailand was recently published.

(12) A comprehensive document describing the Brigade's organization and doctrine has been developed and it is awaiting publication. This first effort to consolidate all Brigade functions in one document will be divided into six chapters and cover the objectives, mission, functions, evolution, organization, deployment, operations, and programmed efforts of the Brigade. The document's purpose is to provide a written record of the doctrine now being developed in the RVN. After publication, the document will eventually be combined with a similar A-CofS, C-E document.

(13) On 1 July 1967 the Organization and Mission letter (formerly the Concept of Brigade Organization) was updated and republished by the Plans Division. This document provides information on current and programmed Brigade organizations and other force development planning data.

(14) The arrivals of the 586th Signal Company (Spt) in May and the first two packets of the 221st Signal Company (photo) in May and July continued the Brigade's programmed build-up. The follow-up action to acquire an additional 992 spaces for new requirements,



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such as AUTODIN, AUTOSYNCOM, Signal Security Company, and the SSM Signal School, are in HQ USAFV for concurrence and forwarding through joint channels for validation. The JCS validated strength (Vietnam and Thailand) was 19,553 as of 30 June 1967.

### e. Logistics Directorate:

(1) The acquisition of administrative vehicles continues to be a problem. Due to the continuing need for administrative vehicles and acute shortages of this type vehicle in RVN, the existing lease of commercial type vehicles was extended from 1 July 1967 to 31 Oct 1967. This will provide for uninterrupted administrative vehicular service within the 1st Signal Brigade, and allow more time for the shortage of vehicles to be overcome through normal supply channels with vehicles as authorized by TCE's, MTO's and MTDA's.

(2) The in-country movement of out-sized cargo continues as a major problem, both for water and air. Examples of the type cargo are fuel tanks, (10,000 and 15,000 GAL), concrete telephone poles and engine generators (33,200 and 42,200 lbs, each). The primary difficulty experienced in cargo movement deals with priorities. This command ships in-country approximately 2,500 tons of cargo per month and will continue to provide close control and coordination with the transportation movement agency for the movement of cargo.

### f. Adjutant General:

(1) A total of 73 Congressional/Special Interest Inquiries were received during the quarter, compared to 77 during the previous quarter. It was noted that 55 percent of the inquiries during this quarter, as compared to 65 percent during the previous quarter, were initiated by family members who were concerned over the health, welfare and morale of the serviceman, or requesting his compassionate re-assignment to CONUS, or a hardship discharge. The decrease of family initiated inquiries from the previous quarter is attributed to command interest in resolving problems at the unit level. This is significant because Brigade in-country strength has steadily increased during this quarter from approximately 15,000 to approximately 17,000 personnel.

(2) A further increase in the AGO reproduction capability has been realized with the acquisition of an IBM Magnetic Tape/ Selectric Typewriter. This machine has proven to be a valuable aid in the production of selected items. The time frame for publishing orders has been greatly reduced through machine programming. The Unit Personnel Office has programmed and produced command letters of welcome, and the Information Officer has produced the updated Brigade Orientation Pamphlet and the Brigade newspaper through the use of this machine.

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(3): The R&R utilization rate reached a peak of 91.5% for the month of June 1967. For the month of May, the Brigade rate was 72.9%. There were 729 quotas allocated to Brigade for July 1967, and the utilization rate for July will approximate that of June. A request was made for an increase of R&R quotas for this command during the month of September which, if granted, should alleviate any backlog problem for R&R to Hawaii.

## 3. Comptroller:

(1) The Command Budget Estimate (CBE) for FY 1969 was prepared and submitted to USAFTRATCOM on 4 July 1967. The CBE for FY 69 differed from the normal format as outlined in AR 37-15 due to the implementation of Resource Management. Since the Department of Defense was not able to introduce the entire program the CBE submission was modified to include only changes to the Command Operating Budget (COB) for FY 1968. Instructions were to include only those dollar changes, by resource management code (old object class), that varied from the FY 68 COB submission by 1% or greater. The budget guidance given was to consider the FY 68 COB dollar guidance as the financed target. This guidance was \$2,192,000. Our total requirements for FY 1969 are estimated at \$5,099,000, thus the command is only financed for 43% of estimated requirements.

(2) The Review and Analysis (R&A) program for the 3rd Qtr FY 67 showed even greater improvement than the two previous quarterly programs. The 4th Qtr was the first quarter that the groups' and headquarters' staffs has a detailed regulation for guidance in the preparation of inputs. Brigade regulation 11-1, dated 10 June 1967, provided detailed guidance as to what information was to be provided, by whom, in what format, for what period, and with what other reports it had to balance. It is considered a significant achievement as it provides a solid foundation for the FY 1968 program.

(3) The Command Progress Report for the 4th Qtr FY 1967 contains two new sections; Organizational and Operational Concepts, and Command Actions. These were added as the result of special requests from the US Army Combat Developments Command and the US Army Command and General Staff College. The first section provides a summary of the 1st Signal Brigade's concept of organizations to accomplish its communications mission and describes its modus operandi. The second section provides an analysis and indications of success derived from the major command actions directed to solve current problems or avoid anticipated ones. It is planned that these two sections will become a permanent part of the Brigade's Command Progress Report.

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(4) The question of delineation of funding responsibilities in Southeast Asia was again an item for discussion. The specific topic being financial and operational responsibility for post, camp and station communications. A message from CG, USASTRATCOM, to CG, 1st Signal Brigade stated that the concept of USASTRATCOM being responsible for post, camp and station communications had been agreed to by the US Army Combat Developments Command and approved by the Army Chief of Staff. The topic was discussed with General Terry and a decision was made to discuss this problem with General Meyer. Therefore, a visit has been scheduled to Hq, USASTRATCOM, for the Brigade Comptroller to meet with General Meyer and General Terry to identify and assign operational and funding responsibilities for this phase of communications support. This visit is scheduled for 15-18 August 1967 at Fort Huachuca, Arizona. It is anticipated that this visit will bring to a close the last major item for which funding responsibilities were not clearly defined for the 1st Signal Brigade (USASTRATCOM) in Southeast Asia.

### h. Communications Electronics Engineering Installation Agency:

(1) During this period, CCEIA provided central management, coordination, and control over 91 approved non-tactical, fixed plant telecommunications projects, (estimated cost 17.1 million dollars) as follows:

<u>TYPE</u>	<u>NUMBER</u>
Wire (I/P & O/P)	39
Radio	24
Comm Cen	27
Data	1
	91

(2) Sixty five non-tactical telecommunications requirements (estimated cost \$11.9 million) were pending approval as follows:

<u>TYPE</u>	<u>NUMBER</u>
Wire (I/P & O/P)	21
Radio	2
Comm Cen	7
Data	35
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(3) Requirements were developed and activities were coordinated for contractor furnished engineer and installation personnel.

(4) Tests were performed and supervised on all non-tactical fixed plant telecommunications projects, including outside plant facilities that were installed by Brigade signal construction companies.

(5) The Dial Central Office (DCO) program that provides for the installation of 22 DCO's throughout RVN is well underway. DCO installations located at MACV I, Vung Tau, Cam Ranh Bay, Vinh Long, Di An, Long Binh, New MACV Headquarters and An Khe have been completed, to include testing and acceptance. Delays in construction, installation of power, air conditioning, and lighting facilities are problems that still exist in the DCO program; but coordination with the United States Army Engineer Command is constantly maintained to keep this program on schedule.

(6) Concurrent with the DCO projects, outside plant distribution systems are being installed by subordinate units of the Brigade. These installations are programmed for completion to enable test and cutover of all DCO's with the basic fixed plant telephone distribution systems.

(7) To further support the DCO program, more than 490,000 feet of multipair telephone cable were installed by signal construction units in this period. Shortages in outside plant installation materials have been and continue to be a factor in this program. The control, effective utilization of resources, and delivery of critical materials are functions of CAMEL's Logistics Division.

(8) The location of assets, evaluation of requirements, and shipment of materials to construction sites are functions of the Logistics Division; in accordance with command priorities for communication facilities. These efforts are separate from planned logistics functions and are required to provide effective utilization of limited in-country resources. This requirement will remain until all major programs are completed.

### h. Engineer:

(1) On 29 May 1967 the Da Nang Tape Relay was completed and cut over to traffic.

(2) On 19 June 1967, site preparation began on the South-east Asia Signal School, Long Binh; all buildings were drawn and moved on site.

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(3) On 28 June 1967, construction was completed for the Long Binh dial central office.

(4) On 10 July 1967, construction was completed for the Qui Nhon dial central office.

(5) On 15 June 1967, a contract was let by CICC with a civilian A-E firm to design the power upgrade for Phu Lam and Nha Trang signal sites. The designs will incorporate the recommendations made in the Keller and Gannon Pacific Power Surveys.

(6) On 16 July 1967, Major John P. Angstadt, replaced Lieutenant Colonel John J. Mott.

## i. Office of the Inspector General:

(1) Annual General Inspections were made during this reporting period of the following units:

- (a) 73rd Signal Battalion
- (b) USASTRATCOM Facility, Korat
- (c) Long Lines Battalion, Thailand
- (d) 39th Signal Battalion
- (e) 40th Signal Battalion

(2) The 1st Signal Brigade (USASTRATCOM) Circular 20-4, the Commander's "Open Door" Policy, was published 3 July 1967 to implement USASTRATCOM Circular 20-4. This "Open Door" policy is an addition to the normal procedure for subordinates to seek an audience with their commander. This circular directs that commanders make a random sampling of several personnel of various ranks and personally interview them to ascertain if any problems exist.

(3) Major Harman A. Stull, formerly 1st Signal Brigade's Assistant Inspector General, was appointed Acting Inspector General on 8 June 1967 to replace LTC Lorraine A. Hertel Jr.

(4) An inquiry was conducted on 28 June 1967 to provide the USASTRATCOM Inspector General sufficient information for a Presidential reply. The complainant, a member of the 73d Signal Battalion, made allegations relative to mistreatment of his men, promotion prospects, and requested release from service. The investigating officer felt that the allegations were unfounded. The complainant wrote a

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second letter to the President requesting his first letter be disregarded.

### j. Judge Advocate Section:

(1) On 30 June 1967, CPT James J. McGowan Jr. assumed the duties of Brigade Judge Advocate, replacing CPT J.F. Novinger, JAGC, who returned to COMUS.

(2) The legal assistance program initiated in September 1966 has been expanded and actively executed. Personnel have discovered that legal assistance is available and worthwhile and are taking advantage of it. During this period, 245 cases were handled with favorable results.

(3) A new claims regulation was promulgated on 13 July 1967. This regulation was necessary in order to institute a claims policy for the Brigade. It was felt that the appointment of a unit claims officer for each battalion and group should be recorded in this office so that proper supervision could be maintained. The program is too new to be meaningfully evaluated at this time.

(4) Legal Clerks' training has been expanded to include an orientation in The Office of The Judge Advocate for all newly assigned legal clerks or other legal clerks as requested by commanders. This expanded training and orientation were considered necessary as recurring mistakes were found in records of trial, court-martial orders, and other related areas. The results of this program have been favorable.

## SECTION II

### Commanders Observation and Recommendations

#### PART I - Observations:

##### a. Personnel:

#### BAC Personnel Requirements

Item: BAC Personnel Requirements

Discussion: GALLA's present personnel requirements are 20 officers, 64 enlisted men, and 31 Department of the Army Civilians. Only 76 of an approved level of 115 were assigned at the beginning of this period.

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Observation: The number of personnel during this period remained relatively unchanged while the number and urgency of projects increased. Acquisition of civilian personnel remains a slow process and requires replacements to be programmed six months in advance of departures.

## b. Operations:

### Master Item Data File (MIDF)

Item: The establishment of a Master Item Data File (MIDF).

Discussion: During this period, the IDF was established and consists of outside plant telephone items procured or requisitioned for use on cable construction projects. From the compiled MIDF information, it was learned that many substitute items can be obtained to satisfy immediate requirements, and that due-in items may have several different stock numbers.

Observation: This file system has contributed significantly in locating and obtaining critical items on a quick reaction basis, and allows for centralized control of limited resources.

### Data Problems 14th ICC

Item: The analysis of data communications support provided to the 14th Inventory Control Center.

Discussion: This analysis was needed because of numerous claims of lost and delayed data traffic between RVN and Okinawa. This analysis reflected many areas where improvements were required. One of the most significant requirements was a high quality circuit path between RVN and Okinawa. This path was completed on 25 June 1967 with direct high quality circuits from both ILM and Okinawa to the Wahiawa automatic switch, Hawaii. During the latter part of July, a special courier service between 14th ICC and 2d Log Cmd, Okinawa was discontinued since the minimum standard of service was being met by the data communications system. Between 14 and 25 July a total of 179 messages were transceived from 14th ICC to 2d Log Cmd with only two arriving later than three days. Of these 179 messages, the 2d Log Cmd reported only one as arriving in a garbled or unusable condition. Eighty-one percent of the total traffic was delivered to the 2d Log Cmd within the first 40 hours after introduction into the system.

Another portion of this analysis concerned traffic from the Cam Ranh Bay and Qui Nhon depots to the 14th ICC. Of the total 297 messages transceived between 16 and 25 July, only two were delayed three days or more.

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Observation: Operational improvements at the 14th ICC data terminal provide complete accountability for all traffic addressed to 2d Logistical Command. The improved high quality circuit path has contributed to providing the minimum standard of service for data communications support to logistical activities in RVN.

### Mobile Technical Control Van AN/MSQ-73 Difficulties

Item: Continuing technical difficulties experienced with mobile technical control van AN/MSQ-73.

Discussion: Throughout this quarter many and varied technical difficulties occurred with the AN/MSQ-73. Test equipment modifications were continually required as were basic remodifications of DC factory wiring. The problems created by these inherent technical difficulties were amplified by an inadequate supply of qualified technical assistance teams from the manufacturer.

Observation: The lesson to be learned from this item is that when a major item of complex equipment is initially sent to the field, thorough provisions must be made to ensure that an adequate number of qualified technical assistance teams are available to cope with equipment failures which inevitably develop. This should be a contractual requirement; not only initially in the development of the equipment, but a continuing requirement until the number of technical problems occurring dictates otherwise.

### Contingency Planning for Circuits/Systems/Facilities Restoral

Item: The present manual method of preparing contingency circuit layout records and their accurate maintenance requires an abnormal amount of manpower.

Discussion: In the development of contingency plans pertaining to circuit/systems/facilities restoral, the prodigious number of circuits makes it highly desirable to program such actions by use of ADIS.

Observation: If all circuitry in the CINCPAC area of responsibility was maintained on ADIS listings, a more timely and accurate method for continuous updating and alternate routing procedures would be available.

### Communications Planning and Tasking

Item: The RVN combat expansion effort necessitates changes in base camp locations for combat brigades and divisions.



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Discussion: These changes are normally made with little or no warning to this Brigade. The tasking of Brigade for new base camp communications occurs at the local level, on an after the fact basis, with little or no validation from higher headquarters.

Observation: This situation precludes effective planning by this headquarters for the allocation of C-E assets and the timely establishment of area communications support.

Item: Processing of Authorization Documents.

Discussion: Due to the unique combat situation in Vietnam and the requirement for new and sophisticated communications equipment, it has become necessary for signal TOE units to operate and maintain fixed automatic communications equipments throughout the theater of operation. COMUS type Posts, Camps, and Stations have not been activated in RVN. The installation of automatic dial central offices, AUTODIN terminals, and sophisticated voice encryption systems in austere camps without fixed post facilities requires TOE units to assume the operational mission.

Observation: The most realistic way found to accommodate these non-tactical communication requirements with TOE units is to augment the unit with a TDA for the specific functions performed. This method allows both missions to be accomplished separately, yet provides the required command and control. The mobility of the TOE unit is not impaired as TDA augmentation is a separate entity capable of independent operation. The unit can be easily consolidated with other TDA activities within a base camp, at a later date, to form a Post or Camp.

### AN/TRC-29 Microwave Course

Item: Initiation of training on Microwave equipment AN/TRC-29.

Discussion: A two week course of instruction on the AN/TRC-29 Microwave Radio set was initiated during the quarter. It was discovered that many microwave operators were unfamiliar with system trouble shooting procedures and the use of test instruments. Temperature, dust, humidity, and equipment interfacing problems require that all personnel receive supplemental training on operating procedures and conditions in Southeast Asia.

Observation: COMUS school trained personnel receive an excellent electronics equipment foundation but require supplemental training to efficiently operate and maintain C-E equipment in Southeast Asia.

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## (FOUO) T/SEC KW-7 CRYPTO MAINTENANCE COURSE

ITEM: Maintenance Course on T/SEC KW-7

DISCUSSION: (FOUO) Permission was granted by USASTRATCOM to conduct a maintenance course on the T/SEC KW-7 crypto device. It was discovered that some general crypto repairmen, MOS 31K, had not been school trained on this equipment. Other requirements to conduct this training developed from the installation and operation of the KW-7 in fixed communications centers with authorizations limited to fixed crypto repairmen MOS 32G and fixed ciphony repairmen MOS 32F. Cross training of 32F and 32G personnel on the KW-7 is essential to operation of communications centers.

OBSERVATION: Retraining of cryptographic equipment repair personnel on the new family of equipments has not been accomplished for all personnel holding MOS 31K. Cross training of personnel in related equipments is essential to provide depth and flexibility in assignment of personnel.

## AN/GRC-106 OPERATOR AND MAINTENANCE COURSE

ITEM: Operator and maintenance course for AN/GRC-106 radio set.

DISCUSSION: The New Equipment Training (NET) Team for radio set AN/GRC-106 began operator and maintenance training throughout Vietnam. The training was conducted primarily on-site at a great number of locations. Units in each geographical area were tasked to host the team and provide facilities for instruction. This team was the second group to come in-country for introduction of the equipment. The first team conducted training during the 1st quarter of FY 67 and trained only 60 personnel which were inadequate to perpetuate and sustain an in-country training program.

OBSERVATION: New Equipment Training Teams must train all operator and maintenance personnel who will be associated with new equipment. This concept of training is designed to perpetuate a continuous training program and not place an additional training burden on the Brigade. Resources and facilities are not available in-country to conduct instruction on a large scale because of operational commitments. NET teams should train sufficient O & M personnel until the equipment is included in MOS producing courses and trained replacements arrive. Although complete training of personnel may not always be possible, a significant reduction in the in-country training requirement would result.

## AN/MGC-22/23 MOBILE TELETYPEWRITER VAN TECHNICAL ASSISTANCE TEAM

ITEM: (FOUO) A technical assistance team arrived in-country to isolate operational problems which were encountered with equipment installed in the AN/MGC-22/23 mobile teletypewriter vans as the equipment would not operate within its design capability.

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### DISCUSSION:

It was discovered that the low level keying pulses between the T/SEC KM-7 crypto device and the teletype equipment were not strong enough to provide undistorted TT pulses and resulted in a high rate of garble. In order to operate the equipment and receive and transmit clear copy, maintenance personnel had connected the teletype through an isolation relay to the crypto equipment. This arrangement provided 20 Ma current operation of the teletype while the KM-7 was operating at 50 to 80 Microamperes. This arrangement worked satisfactorily, however, it was not in accordance with communications security regulations. The cause of garble when the equipment was connected was isolated by the team as simply one of the dirty contacts on the teletype equipment. During sustained operation, the teletypewriter contacts, which received and passed the low level keying to and from the crypto device, rapidly became oxidized and dirty. Tests conducted by the team revealed that garble began after three to eight hours of operation. The garble could be corrected by closing down the circuit and cleaning and burnishing the contacts on the teletype equipment. This maintenance frequency was unacceptable to the Brigade because of extremely high traffic volumes and heavily committed resources, leaving few spares. Recommendations of the technical assistance team were to continue operation using the isolation transformer until the problem could be studied by engineers in CONUS for a final solution. It is suspected that high humidity and heavy dust encountered in this theater of operation are responsible for rapid oxidation and corrosion of contacts.

OBSERVATION: Field testing of newly developed equipment must be conducted under sustained operating conditions in areas which are comparable in temperature, humidity and other unusual conditions that may be encountered in the operating environment.

#### d. Logistics

### Truck Mounted Communications Equipment

ITEM: Truck Mounted Communications Equipment

DISCUSSION: Trucks of the 2½ ton variety are used in most areas to transport radio sets in communications huts and are parked for long periods of time in one location due to antenna cables, wires, grounding rod fixes and need for continued equipment operation. Parking in one place for a long period of time allows brakes to rust and freeze, or rust and corrosion to creep into other components as well as stiffening of joints and bearings.

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OBSERVATION: That trucks be jacked-up and blocks placed under the axles to allow free turning of the wheels, making sure that the vehicle is stable and as level as possible. In this position the vehicle can be operated during the weekly Fd service on the electronic equipment.

### Generator 10KW, Mod SF 10 MD

ITEM: Generator 10 Kw, Mod SF 10 MD

DISCUSSION: Many SF 10 MD generators are being deadlined due to burned out rotors and starters. The major cause of these items becoming un-serviceable is improper starting and stopping procedures due to a lack of training of operators.

OBSERVATION: That all personnel required to operate power generators in the performance of their assigned MOS be trained and licensed operators. Particular emphasis is required on proper starting and stopping procedures peculiar to Generator 10 KW, Mod SF 10 MD.

e. Other:

### Congressional/Special Interest Inquiries

ITEM: The family initiated inquiries are most frequently on behalf of the welfare of the serviceman. The serviceman initiates inquiries without first attempting to resolve his problem at his unit personnel office or through an interview with his commanding officer.

DISCUSSION: As in the past, most alleged difficulties and/or problems could be alleviated if the serviceman would visit his unit personnel officer or discuss the matter with his commanding officer.

OBSERVATION: Commanders should continue to encourage personnel to write home frequently, keeping their families informed of their health and welfare. The newly published Brigade Circular 200-4 "The Commanders Open Door Policy", should be of assistance in the elimination of many inquiries.

### Reproduction and Binding Expendables

ITEM: It is difficult and often impossible to obtain these essential supplies through normal support channels.

DISCUSSION: This headquarters has experienced difficulty in obtaining stencils, mimeograph paper, ink and stencil correction fluid. This headquarters uses an average of 40 cases of mimeograph paper each month.

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OBSERVATION: An account holder is authorized to obtain up to two cases (20 reams) weekly of a particular type of paper from the local self-service supply center. Requisitions have been submitted through regular supply channels for bulk issue of these items with only token results. Frequently, items such as ink, stencils and staples must be procured through other units of this command in Thailand or Hawaii, or through local procurement.

### Project Officer's Brochure

ITEM: Project Officers

DISCUSSION: Construction of the IWCS in Vietnam is monitored by the IWCS M-E Office, 1st Signal Brigade. The office is manned to provide management, Engineering, Field Inspection, and Test and Evaluation functions. The office is not manned to provide continuous coverage of all sites nor to establish local site administration and logistical support arrangements. Therefore, certain local assistance and supervision is provided by signal unit commanders in the areas where the sites are located and by area on-site project officers. It was brought to the attention of the IWCS M-E Office that because of project officer rotations, incoming personnel were not knowledgeable of the IWCS program, their responsibilities relative to the program, and the administrative guidelines relating to government-contractor liaison. Consequently, many of the problems concerning individual sites were being referred to the IWCS M-E Office for solution, a procedure that was time-consuming and defeated the primary purpose for establishing an area project officer function. Further investigation also proved that the contractor's site supervisors were not fully aware of their responsibility relative to the contract, nor the government assistance available to the contractor. This latter condition promulgated a variety of questions between the government and the contractor that should have been initially answerable to the site supervisor, if he had recourse to the contract.

OBSERVATION: This office has prepared a project officer's brochure which provides a ready reference for administrative management of IWCS construction at site level, for both the government and the contractor. The contents include information pertinent to the responsibilities of that position and provide further guidance for government-contractor liaison. The brochure is available to area communications commanders and to the contractor site supervisors.

### Alignment of Funding Channels

ITEM: To establish a single funding channel for the Brigade elements in both Vietnam and Thailand.

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DISCUSSION: From its activation date of 1 April 1966 until 30 June 1967, the 1st Signal Brigade (USASTRATCOM) was administered through two separate funding channels. The allotment from HQ, USASTRATCOM for Thailand was being administered by the MACMAJ Comptroller with finance and accounting functions being physically done at Fort Buckner, Okinawa. For Vietnam, the allotment was administered directly by USARHAW Finance and Accounting Office (FAO) after coordination with the USASTRATCOM-PAC Comptroller. Finance and accounting support was also administered by USARHAW-FAO. This arrangement of dual channels caused great difficulty whenever the Brigade was required to prepare consolidated command financial data. Reports were received in different formats, information represented was not the same in many instances and the receipt date of information copies varied as much as 10 days. Consequently, it was impossible to incorporate the most current information in the required appropriated fund reports. The obvious solution to the problem was to align both Vietnam and Thailand into a single funding channel. A decision was made by the MACMAJ Comptroller in early 1967 that effective with FY 68, MACMAJ would no longer administer the allotment of the 29th Signal Group. This also eliminated the responsibility of Fort Buckner for finance and accounting support. This decision placed us in a most advantageous position in that the only avenue or course of action was to bring Thailand into the same channels as Vietnam. Implementation of this new procedure was on 1 July 1967. This action resulted in two distinct advantages; (1) USARHAW, FAO can now provide more detailed and timely reports than was ever possible from Fort Buckner, Okinawa, and (2) with the anticipated transfer of command reporting for the 1st Signal Brigade directly to USASTRATCOM-PAC, all required funding information would be received at USASTRATCOM-PAC for administration and further reporting to HQ USASTRATCOM.

OBSERVATION: The consolidation of funding requirements and feedback for the redirection of command emphasis are vital to the accurate determination of required financial resources needed for accomplishment of assigned mission.

### Construction Programming

ITEM: Construction Programming

DISCUSSION: Past practice has been to submit a requirement for a construction project to USARV a few months ahead of desired BOD. USARV present policy (beginning in April 1967) is that construction will be programmed on a fiscal basis, thus precluding addition of new requirements once a fiscal year program is closed.

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RCF  
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
(RCS CSFOR-65)

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OBSERVATION: Commanders at all levels, to include sites and installations, must plan for future construction requirements so that they can be programmed prior to the start of a fiscal year.

### Legal Assistance

ITEM: Legal Assistance


DISCUSSION: The legal assistance program was initiated in September 1966. At the outset, the benefits available from the program lacked publicity because it was a new program.

OBSERVATION: The program has been given additional publicity through weekly bulletins and newsletter items; better informing personnel of this program. With this additional publicity, there is an apparent rise in the morale of unit personnel.

PART II - RECOMMENDATIONS: That restoral actions as stated in Section II, Part I, Contingency Planning, be reviewed from the CINPAC level and that ADPS methods be employed for such a review.

6 Incl

1. Orgn Chart, 1st Sig Bde and RCG
2. Orgn Chart, 2d Sig Gp
3. Orgn Chart, 21st Sig Gp
4. Orgn Chart, 160th Sig Gp
5. Bn Areas of Responsibility  
Army Communications Area
6. Auth Document Status

  
W. M. VAN HARLINGEN  
Brigadier General, USA  
Commanding

### DISTRIBUTION:

- 3 - Assistant Chief of Staff for Force Development, Department of the Army, Washington, D. C. 20310
- 1 - Commanding General, U. S. Army Strategic Communications Command, Greely Hall, Fort Huachuca, Arizona 85613
- 3 - Deputy Commanding General, United States Army Vietnam, ATTN: AVHGC-DG, APO 96375
- 2 - Commander-in-Chief, United States Army Pacific, ATTN: GPOP-CT APO 96458
- 1 - Commanding General, USSTRATCOM-PAC, Schofield Barracks, Hawaii, APO 96557

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AVHGC-DST (14 Aug 67) 1st Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 July 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 22 OCT 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,  
APO 96558

Office of the Assistant Chief of Staff for Force Development  
Department of the Army, Washington, D. C. 20310

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 1st Signal Brigade (USASTRATCOM) (WDMA) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning stenciling reproduction and binding expendables; page 25: Concur. Some self service items have been in short supply. When stocks are not available to meet total quantities requested, issue is made on a pro rata basis. Large quantities of self service supplies have been received in the past two weeks (6-19 Aug) including stencils, mimeograph paper, and ink. Shipping status is being received on other items. Estimated get well is September 1967.

b. Reference item concerning communications planning and tasking, last item page 12: Concur. The 1st Signal Brigade has failed to receive adequate planning in the past. Positive steps have been taken to preclude future planning incongruities. USARV has reinstituted a system of bimonthly staff visits to both field forces concerning impending troop movements and tactical operations. The USARV Base Camp Study Group is reviewing C-E support at more than 70 base camps in RVN. Since 31 July, USARV, C-E has been providing current information to 1st Signal Brigade in writing, including tentative options for planning purposes.

c. Reference item concerning contingency planning for circuits/systems/facilities restoral, pages 21 and 28: Concur with observation and recommendation. Problem area is ideally suited to ADP procedures. Recommend review at the CINCPAC level for possible conversion to data processing application.



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22 OCT 1967

AVHGC-DST (14 Aug 67) 1st Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 July 1967 (RCS CSFOR-65) (U)

3. Unit will be notified of actions and comments by routine indorsement which returns this report.

FOR THE COMMANDER:

  
STANLEY E. SCHULTS  
Major, AGC  
Asst Adjutant General

6 Incls  
nc

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GPOP-DT (14 Aug 67)

2d Ind

SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967  
from HQ, 1st Signal Brigade (UIC: WDMAAA)(RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 14 NOV 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. This headquarters has evaluated subject report and forwarding  
indorsements and concurs in the report as indorsed.

2. Reference Sec II, Item - Contingency Planning for Circuits/  
Systems/Facilities Restoral, page 21 and para 2c, Hq USARV Indorsement,  
dated 22 Oct 67: Circuit information for DCS circuits in the Pacific  
Command is now being maintained by DCA-PAC on its computer. DCA-SAM  
maintains a data base of circuit information for circuits in its region  
on ADF cards. The feasibility of adapting circuit layout record cards  
to an ADF operation has not been determined. Additional details on this  
problem have been requested from Hq USARV in order to determine what  
assistance this headquarters may be able to provide.

FOR THE COMMANDER IN CHIEF:

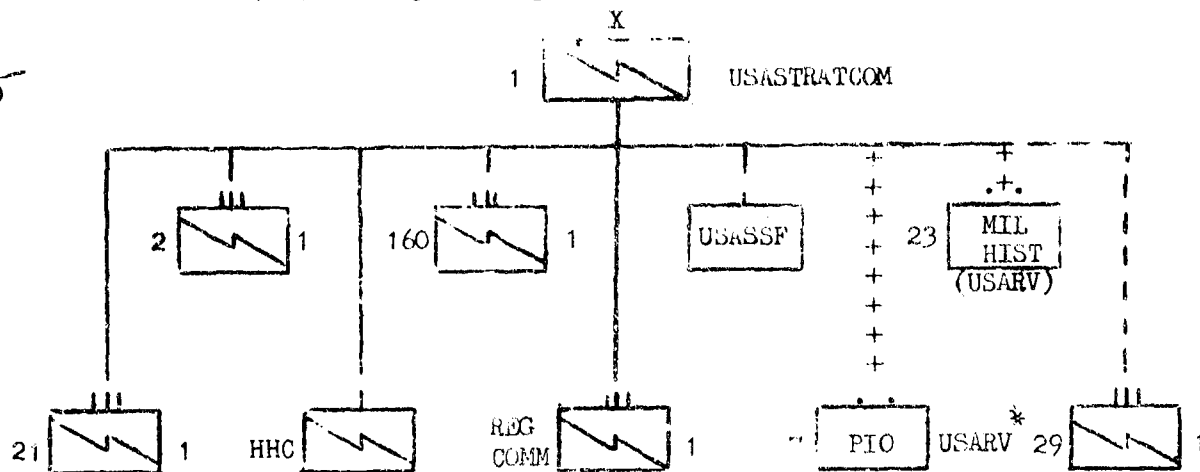


K. F. OSBOURN  
MAJ, AGC  
Asst AG

6 Incl  
nc

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LEGEND

USASSF - US Army Signal Security Force

+++ - Attached

--- - Less OPCON

\* - Zero Strength

NOTE: Group organization or separate charts

Chart 1

Organization, 1st Signal Brigade to Group level, 31 July 1967

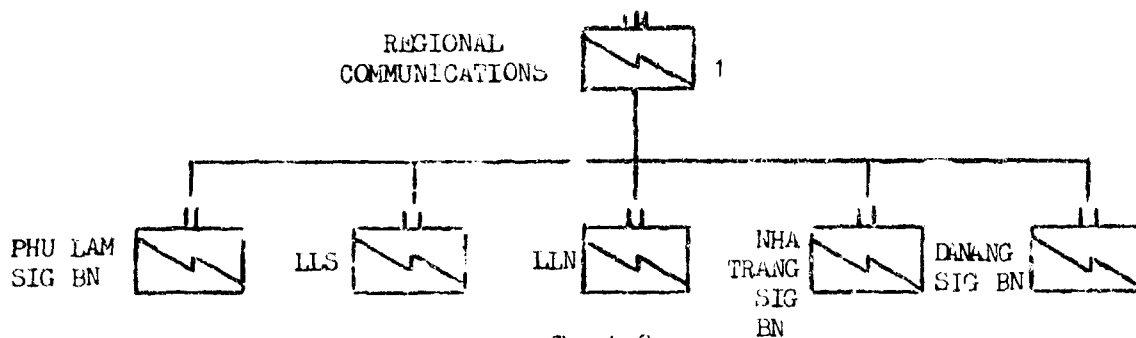


Chart 2

Organization, US Army Regional Communications Group, 31 July 1967

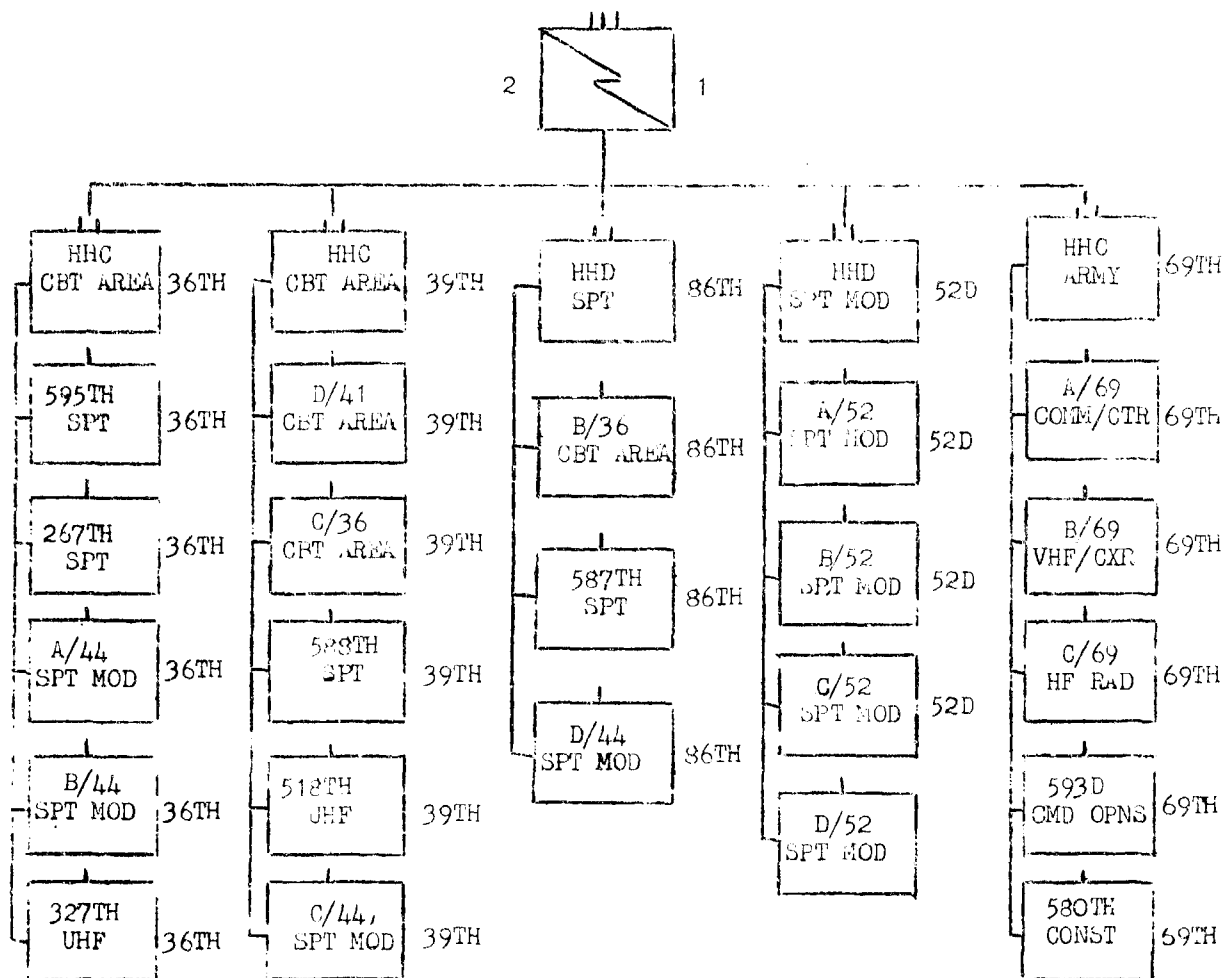
Inclosure 1, Orgn Charts "1st Sig Bde and RCG"

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2D SIGNAL GROUP  
31 JULY 1967



Inclosure 2 - Organizational Chart "2d Signal Group"

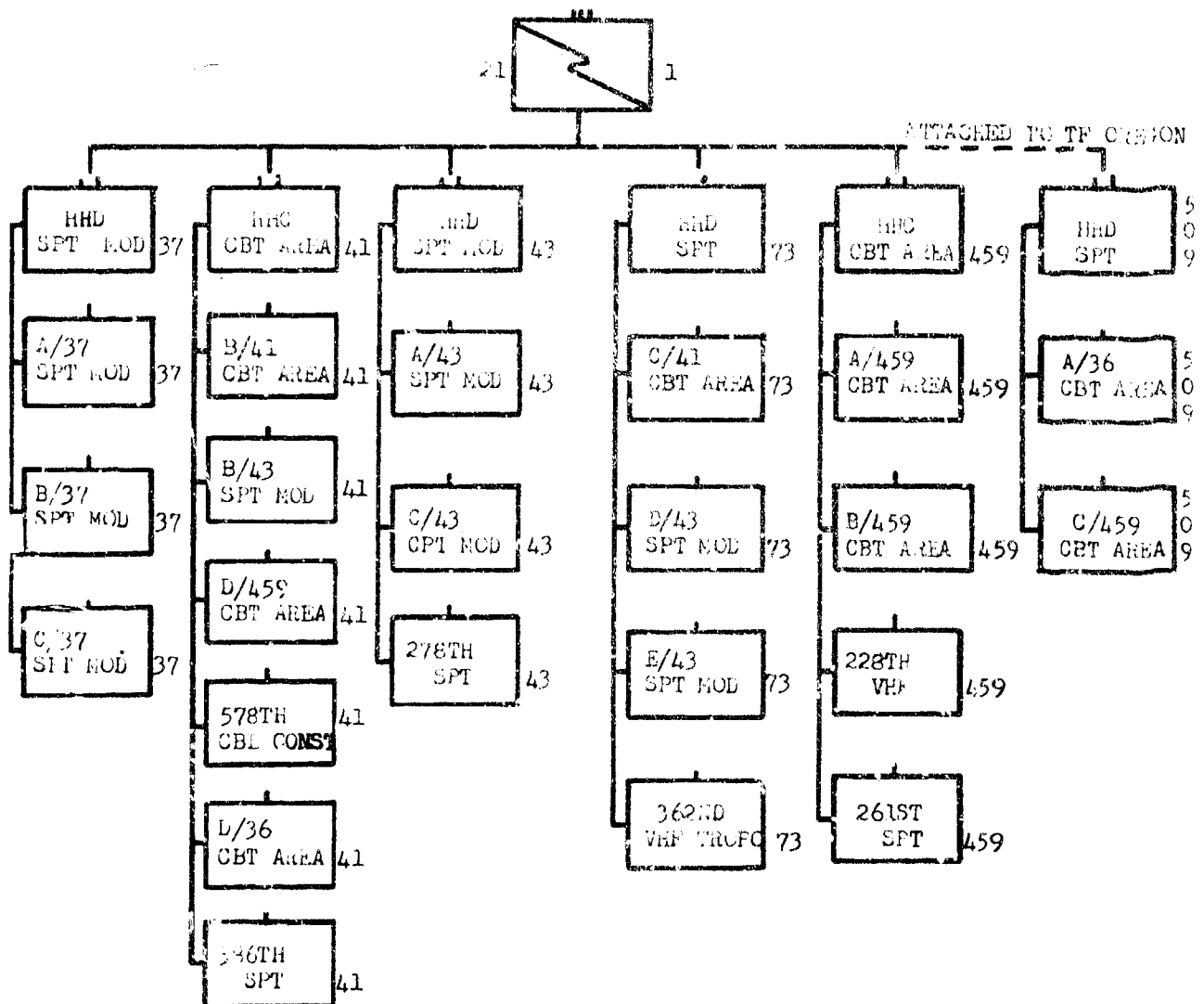
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21ST SIGNAL GROUP

31 JULY 1967



Inclosure 3 - Organizational Chart "21st Signal Group"

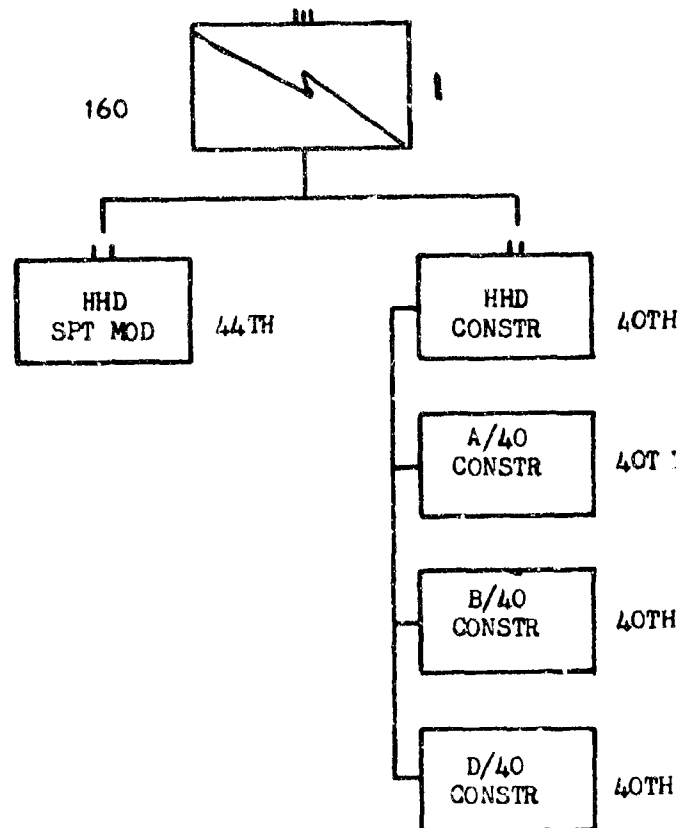
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160TH SIGNAL GROUP

31 JULY 1967

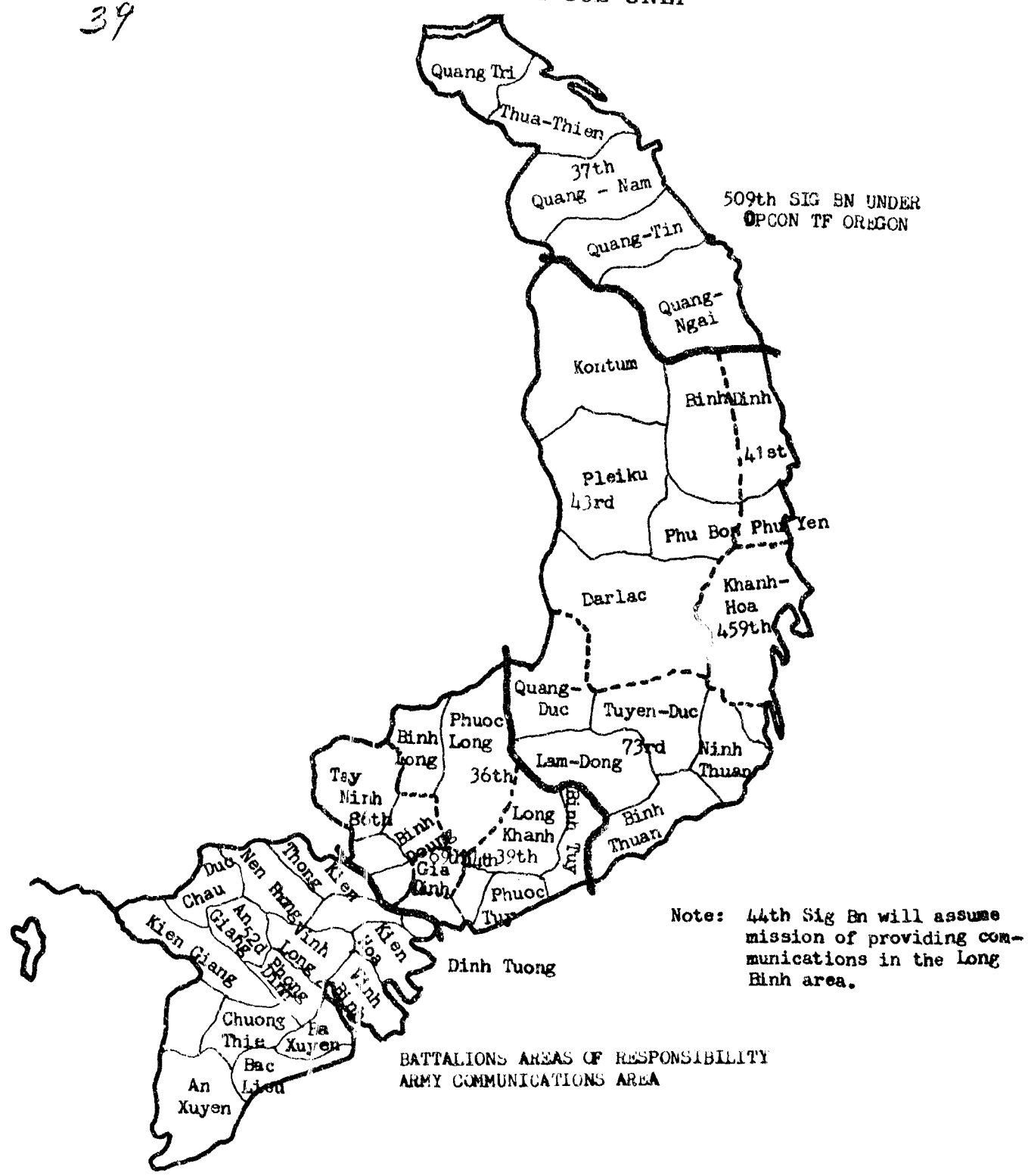


Inclosure 4 Organizational Chart "160th Signal Group"

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Inclsure 6, Authorization Document Status

AUTHORIZATION DOCUMENT STATUS

I. DA. APPROVED MTOE/TDA	ADMSC (NH.)*	362ND SIG CO	III. AT HQ USASTRATCOM (CND APPROVAL)
69TH SIG BN*	HHD 2ND SIG GP	228TH SIG CO	SIG CO (AUTOSEVOCOM)**
37TH SIG BN*	36TH SIG BN	578TH SIG CO	706TH SIG DET (FALO)
43RD SIG BN*	44TH SIG BN	586TH SIG CO	SEL. SIG SCHOOL**
44TH SIG BN*	52ND SIG BN	544TH/545TH SIG DET	IV. AT USARV (CONCURRENCE)
52ND SIG BN*	HHC 39TH SIG BN	40TH SIG BN	LL BN MO (MTOE)
ITL.	HHD 66TH SIG BN	446TH SIG DET	LL BN SO (MTOE)
II. IN DA. FOR APPROVAL	595TH SIG CO	221ST SIG DET	MLM SIG BN (MTOE)
HHC 1ST SIG BDE	267TH SIG CO	HHD 29TH SIG GP	NH. SIG BN (MTOE)
CEEL.	518TH SIG CO	BKK FAC	DNG SIG BN (MTOE)
..COC	587TH SIG CO	KRT FAC	CONSEC LOG SPT CEN
TWC	588TH SIG CO	COC.	CSEMA
IF PHYSICAL SEC CO	HHD 21ST SIG GP	CEEA-T	V. UNDER DEVELOPMENT
HHD REG COMGP	37TH SIG BN	LL BN	HHD REG COM GP (MTOE)
PLM FAC	41ST SIG BN	HHD 379TH SIG BN	BKK SIG BN (MTOE)
NH. FAC	43RD SIG BN	55TH SIG CO	KRT SIG BN (MTOE)
DNG FAC	459TH SIG BN	207TH SIG CO	
LL BN NORTH	HHD 73RD SIG BN	105TH SIG GO	
LL BN SOUTH	HHD 509TH SIG BN	SIG SPT CO	
ADMSC (PLM)**	278TH SIG CO		

\*SUBMITTED PRIOR TO 1 APRIL 1966 \*\*NO JCS VALIDITY FOR REQUIRED PERSONNEL SPACES

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